



Working Framework to Advance Diversity, Equity, Belonging & Anti-Racism

Adopted by the First 5 Sonoma Commission December 5, 2022



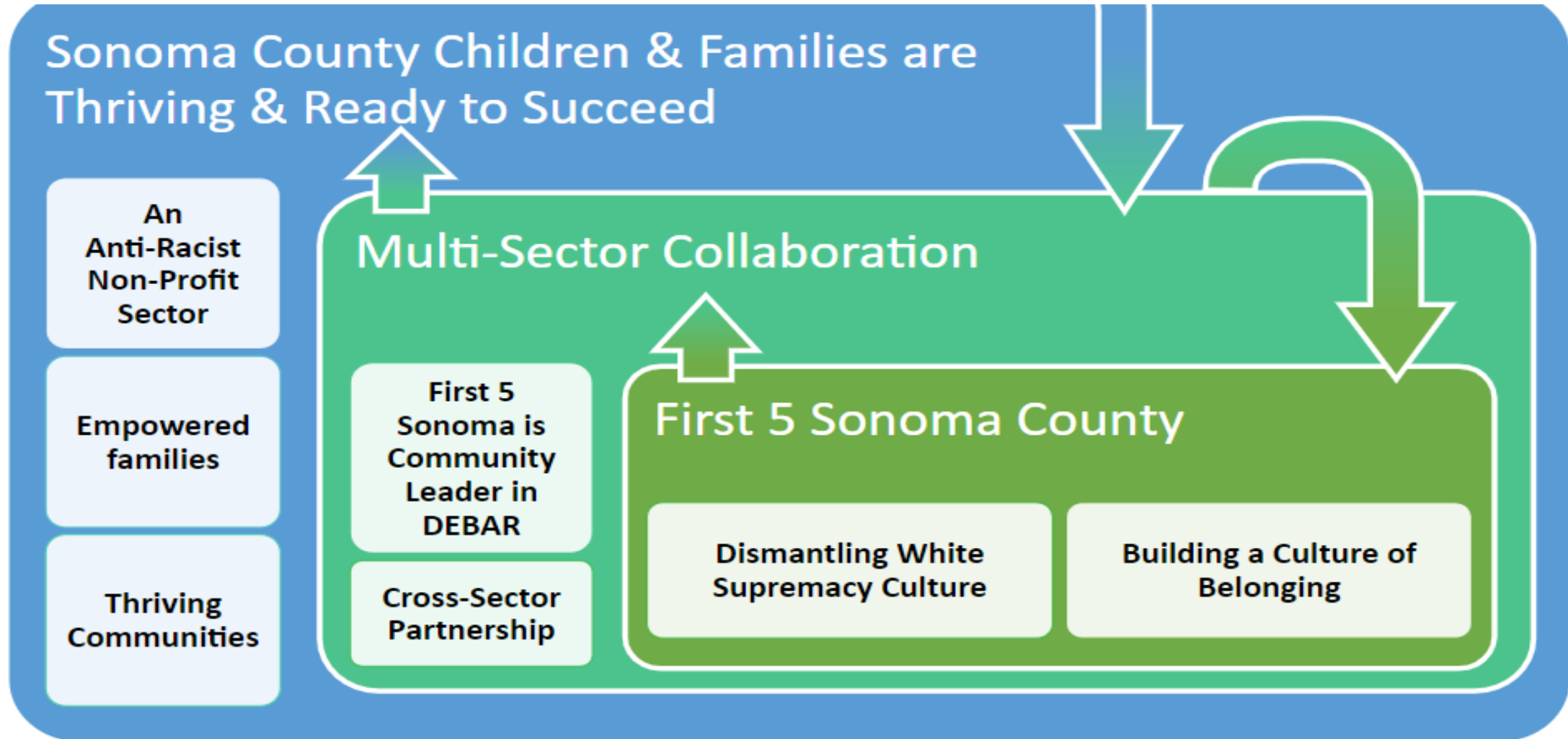
Contributions to the Development of the Working Framework

<p><i>Preliminary Framework for Advancing Diversity, Equity, Belonging and Anti-racism</i></p> <p>First 5 Sonoma Commission allocation of funding for DEI consulting</p>	<p>Spring, 2021</p>	<ul style="list-style-type: none"> To support an equity-focused lens on the First 5 Sonoma County’s 2021-2025 Strategic Plan, the preliminary framework was developed by staff in collaboration with Equity First Consulting, based on extensive research into best-practice models specifically relevant for community-based funders/philanthropy and intended as an <i>aspirational placeholder</i> until a framework could be developed with stakeholder input. Everyday Impact Consulting (EIC) was contracted to facilitate the development of a framework to guide First 5 Sonoma’s work and build internal capacity for impact around the elimination and mitigation of structural, policy and systems-level inequities affecting young children, families & communities in Sonoma County.
<p>Holistic Racial Equity Assessment (HREA)</p>	<p>Fall & Winter, 2021</p>	<ul style="list-style-type: none"> <i>Reflecting Justice</i> (as a subcontractor to EIC) engaged a broad range of stakeholders to conduct an extensive & comprehensive qualitative organizational assessment of First 5 Sonoma County with respect to internal and external practice and culture and the degree to which diversity, equity and inclusion (DEI) are currently promoted and advanced. The findings and preliminary recommendations almost exclusively focused on <u>internal operations and organizational culture as prerequisite to advancing change externally to First 5 Sonoma</u>. Multiple 1:1 and group sessions led by <i>Reflecting Justice</i> with staff and Commissioners to deeply reflect on and process HREA findings and identify initial priorities and recommendations.
<p>Development of draft DEBAR framework</p>	<p>January - June, 2022</p>	<ul style="list-style-type: none"> EIC applied a thematic analysis methodology to develop a draft framework based on the findings of the HREA, as well as incorporating best practices cited in the Preliminary DEBAR Framework presented in the Strategic Plan.
<p>Racial healing circles, technical assistance and coaching</p>	<p>Spring 2022 - current</p>	<ul style="list-style-type: none"> To support deeper reflection & integration of HREA findings and create a container for staff relationships in service of racial equity, <i>Kahakulei Institute</i> was subcontracted by EIC (and subsequently contracted by First 5 Sonoma) to facilitate a series of circles, 1:1 coaching and training with staff and Commission Chair with a focus on strengthening internal trust, advancing collective racial equity knowledge & building internal capacity and skills around bridge-building & respectful confrontation.
<p><i>Working Framework for Advancing Diversity, Equity, Belonging and Anti-racism & Draft Work Plans</i></p>	<p>Summer-Fall, 2022</p>	<ul style="list-style-type: none"> EIC reorganized the framework content to incorporate <i>work plans</i> intended to serve as roadmaps for each thematic area, articulating specific activities to achieve the collective priorities identified by stakeholders during the HREA process. The framework is organized based on a logic model design in the Strategic Plan¹. The EIC team conducted a literature review of community-centered, DEI, and systems change frameworks to derive the thematic headings². All First 5 staff participated in multiple opportunities to provide verbal & written input on multiple iterations of the draft.

¹ Source: [SOPACT - Theory of Change](#)

² Literature Review Sources: [Mathematica: Crosswalk of Frameworks for Understanding Systems Change](#), [Race Equity and Inclusion Action Guide - Annie E. Casey](#), [SHRM: How to Develop a Diversity, Equity, and Inclusion Initiative](#), [Collaborating for Equity and Justice: Moving Beyond Collective Impact](#), [Getting Equity Advocacy Results - PolicyLink](#), [The Second Circle - Elemental Partners](#), [The Water Systems of Change - FSG](#)

Advancing Diversity, Equity, Belonging & Anti-Racism: Areas of Impact



IMPACT AREA I: Disrupting White Supremacy Culture

LONG TERM IMPACT What will change in the long term?	OUTCOMES What will change in the medium term?	OUTPUTS What will change in the short term?	ACTIVITIES What are we doing to bring about change?	INPUTS What do we invest into the project?
<p>Operational practice and culture of First 5 Sonoma is characterized by consistently applied, embedded anti-racist organizational practices, ongoing disruption of patterns of white supremacy culture, and the nurturing and sustaining of a culture of belonging.</p>	<p>Practices are clarified in policies and procedures that clearly articulate how decision-making power is shared across staff roles and levels of responsibility.</p> <p>First 5 Sonoma leadership and staff operate in their roles from clearly defined racial equity competencies that support goal setting and decision-making and ensure accountability for integrating racial equity across all positions and roles.</p> <p>Staff & Commissioners engage on ongoing action to deepen understanding of equity-driven and non-Eurocentric systems change.</p>	<p>Employees, Commissioners, candidates considered for employment, and candidates recommended for Commission appointment express a clear commitment to deepen understanding and directly address race and racial inequities internal to the organization in service of organizational racial equity efforts.</p> <p>Regular assessment and analysis of disaggregated HR demographic information: compensation, recruitment, hiring, and retention to mitigate potential inequities in these areas.</p>	<p>Revise commissioner appointment process and Bylaws to reflect DEBAR principles in recruitment and selection, within parameters of mandates and authority that govern First 5 as a public entity.</p> <p>Develop staff and Commission community agreements grounded in racial equity practices, consistently apply agreements across internal functions and revisit regularly.</p> <p>Revise employee handbook commitment to policies and practices that center DEBAR.</p> <p>Refine job interview protocols, job descriptions, compensation structure to reflect and affirm an anti-racist culture.</p> <p>Review decision-making processes, supervision practices, performance assessment practices and revise to reflect and affirm and anti-racist organizational culture.</p>	<p>Prioritized staff time and resources toward reflection, spaciousness and skill-building in anti-racist and belonging practices to solve for complex, systemic issues such as dismantling aspects of white supremacy culture that show up as: perfectionism, sense of urgency, defensiveness, quantity over quality, either/or thinking, etc⁴.</p> <p>Budgeting and planning that incorporates and reflects consideration of staff workloads to create time/space for reflection & skill-building in anti-racist knowledge & practices.</p> <p>Commission funding allocations for consulting, coaching and training to build individual and collective capacity to understand and re-design systems of oppression.</p> <p>Systems change tools/resources such as: Race Equity Tools - Resource Repository, Journal Articles on Racial Equity,</p>

⁴ Source: <https://www.berkeleypublicschoolsfund.org/wp-content/uploads/2020/07/White-Supremacy-Culture-Summary.pdf>, Source: https://ssir.org/articles/entry/the_bias_of_professionalism_standards

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			<p>Directors, managers and Commissioners engage in PEAK grantmaking training (Principles, Equity, Advocacy Knowledge)³ to advance knowledge and skills in equitable grantmaking.</p> <p>Structured time to review and discuss <i>White Supremacy Culture</i> resources, identify how practices manifest internally and planning to implement shifts in practice.</p> <p>Increase intentionality in hiring, recruitment, contracting and relationship building that advances intersectional and diverse representation of staff, Commissioners, contractors and community partners, beyond sectors.</p>	<p>Dismantling Racism - Workbook, White Supremacy Culture</p> <p>10% bilingual differential compensation policy to actualize organizational value of bilingual/bicultural staff.</p>
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³ PEAK Grantmaking, peakgrantmaking.org

IMPACT AREA II: Anti-Racist Non-Profit Sector

LONG TERM IMPACT What will change in the long term?	OUTCOMES What will change in the medium term?	OUTPUTS What will change in the short term?	ACTIVITIES What are we doing to bring about change?	INPUTS What do we invest into the project?
<p>An anti-racist and well-informed nonprofit sector serving children & families, wherein the voices Black, Indigenous and all People of Color in Sonoma County are amplified and elevated to create impactful solutions.</p>	<p>First 5 Sonoma deploys culturally responsive and anti-racist grantmaking, accountability mechanisms, planning and programming that centers the voices, needs and aspirations of marginalized populations of children, caregivers and service providers</p> <p>Input of people most impacted is centered in planning, assessing needs, evaluating impact and wherever feasible, engaged as decision-makers.</p> <p>Shared decision-making, designing for the margins and/or co-leading alongside those served are organizational practices commonly deployed by organizations that serve young children and families.</p>	<p>In the context of partnerships and collaborations across the public and nonprofit sector, First 5 Sonoma will model, inspire and contribute resources to support capacity building, adoption of anti-racist practices and centering anti-racist accountability practices by child and family serving organizations.</p> <p>Organizational leaders in the public and non-profit sector that serve young children and families actively develop the language, knowledge and skills necessary to discuss and advocate on behalf of issues of diversity, equity, belonging, and anti-racism.</p>	<p>Explore, study, pilot and institutionalize practice of <i>authentic community engagement</i> and <i>participatory practice</i>: determine the criteria, activities, indicators of efficacy and necessary conditions to realize First 5 Sonoma’s vision of authentic community engagement utilizing these and additional resources:</p> <ul style="list-style-type: none"> • What Does It Mean To Be Community-Led? Community Leaders’ Perspectives On Principles, Practices, And Impacts Part 1 • Understanding Community-Led Approaches to Community Change • The Spectrum of Community Engagement to Ownership <p>Allocate funding and encourage local funders to allocate funding to support the child and family serving sector to move toward greater diversity in leadership and that supports learning and deepened commitment to DEI in the nonprofit sector.</p> <p>Review and refine First 5 Sonoma’s grantmaking processes and mechanisms to reflect the expectation that organizations funded by First 5 demonstrate capacity and commitment to DEBAR principles in program planning and deployment. For example, evidence that the proposer authentically engaged the community to define program goals and design program elements.</p>	<p>Wherever feasible, First 5 Sonoma prioritizes <u>multi-year</u> general operating and flexible funding for nonprofits to best support long term sustainability.</p> <p>Incorporation of trust-based philanthropic principles in grantmaking and accountability practice wherever feasible.⁵</p> <p>First 5 Commission allocation of funding for DEI capacity building for nonprofit sector.</p> <p>Prioritized funding for orgs that demonstrate commitment to increase racial diversity in leadership</p> <p>Alignment with County of Sonoma Office of Equity recommendations and practices, wherever feasible.</p>

⁵ Trust-Based Philanthropy Evaluation & Learning Data Book, Headwaters Foundation, 2022

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			<p>Develop contract language to communicate expectations and hold accountable funded partners with regard to alignment of funded activities and practices with DEBAR.</p> <p>Demystify, document, translate and communicate RFP and other funding mechanisms and processes with a focus on transparency, reducing barriers to First 5 funding and clarifying decision-making processes pertaining to funding and other supports for the nonprofit sector.</p> <p>Disaggregate all data by race and ethnicity that will be used for decision-making, determining investments, understanding impact and ensure public presentations of disaggregated data are contextualized and explained in ways that increase understanding of structural racism and do not perpetuate harmful stereotypes.</p> <p>Refine First 5 Sonoma County Equity Index to more explicitly center race as a weighted factor for prioritizing investments</p>	
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IMPACT AREA III: First 5 Sonoma is a Community Leader in Advancing Diversity, Equity, Belonging & Anti-Racism

LONG TERM IMPACT What will change in the long term?	OUTCOMES What will change in the medium term?	OUTPUTS What will change in the short term?	ACTIVITIES What are we doing to bring about change?	INPUTS What do we invest into the project?
<p>First 5 Sonoma is a leader and exemplar in the region and in the field in the areas of diversity, equity, belonging & anti-racism.</p>	<p>Staff and Commission are well connected and trusted within the community, especially by organizations and providers (public, private and nonprofit) that are BIPOC-led and/or that center the need and voices of BIPOC people</p> <p>First 5 Sonoma County’s vision, values, and mission statement reflect an anti-racist imperative.</p>	<p>Staff and Commission are reflective of the fabric of community, especially with regard to race, ethnicity and sexual orientation.</p> <p>First 5 leadership succession planning overtly considers the necessity of competency around racial equity, as well as BIPOC representation in the leadership roles (executive director, program director, finance director)</p> <p>Recruitment process for new Commissioners overtly considers the necessity of Commissioner commitment and competencies around racial equity</p>	<p>Continue to advocate for racial equity across local, regional and state forums and sectors and stand firm in public statements against systemic racism, oppression and violence.</p> <p>Continued coaching, training, TA and resources to support Commission and staff</p> <p>Ensure that public statements made by First 5 leadership against systemic oppression, racism and violence are grounded in action, go beyond the performative and are intersectional in nature.</p> <p>Clarify roles of commissioners and staff members toward achieving DEBAR goals and objectives. Regularly agendize DEBAR activities so staff and commission can discuss mutually reinforcing activities and progress toward the organization’s collective DEBAR goals.</p> <p>Staff are involved in commission recruitment for recommendation to the Board of Supervisors, including:</p> <ul style="list-style-type: none"> ● Refining recruitment language/outreach tactics, interview questions ● Serving as ambassadors to speak meaningfully about the imperative of First 5 Sonoma’s mission to identify potential commissioners ● Offer recommendations on and reach out to potential candidates to invite them to apply ● Designing interview questions ● Participation on interview panels and offering insights and observations to support Commission recommendation to the Board of Supervisors 	<p>Disaggregated Data Tools and Data Transparency</p> <p>Work plans for each impact area of the DEBAR framework</p> <p>Alignment with County of Sonoma Office of Equity recommendations and practices, wherever feasible</p>

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			<p>Leverage advocacy work with other organizations to focus legislative advocacy that addresses root causes of inequity (such as Sonoma Connect Sonoma Unidos, Cradle to Career, Health Action Together, Parent Voices, Generation Housing)</p> <p>Convene a special Commission meeting during 2023 to revise mission and vision to explicitly center racial equity.</p> <p>Firmly establish and document evaluation practice and policy that elevates root causes of disparities, promotes action to dismantle oppressive systems and guards against perpetuation of racism.</p> <p>Revise procurement policy to explicitly prioritize procurement and contracting with equity-driven, BIPOC-led, mission-aligned contractors, vendors and consultants.</p> <p>Implement internal practices and processes to support staff in integrating equity in their work processes and program impacts, including regular assessments of workload and deadlines to ensure staff are supported to apply DEBAR principles in practice.</p> <p>Allocate staff time to fully develop iterative work plans for each impact area of the DEBAR framework</p>	
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IMPACT AREA IV: Engaged & Empowered Parents & Caregivers

LONG TERM IMPACT What will change in the long term?	OUTCOMES What will change in the medium term?	OUTPUTS What will change in the short term?	ACTIVITIES What are we doing to bring about change?	INPUTS What do we invest into the project?
<p>Engaged and empowered parents and caregivers, especially Black, Indigenous and other People of Color, that experience full agency to co-create spaces of belonging</p>	<p>Parents and caregivers, especially BIPOC, have tools and actively practice advocacy and power-building to positively influence the life outcomes of families and young people in Sonoma County.</p> <p>Sonoma County families and children feel valued, safe, cared for, loved and included</p> <p>First 5 Sonoma engages in thought partnership and co-creation of local and state advocacy efforts to invest in communities of color.</p> <p>Parents and caregivers engaged in collective work with First 5 report a sense of belonging and empowerment and that their participation and contributions are meaningful and valued by staff and Commissioners</p>	<p>First 5 Sonoma County actively invests and supports opportunities for parents to organize, build capacity, and power that will position them to demand investments in people and place and ensure a greater political voice for all.</p> <p>Access is expanded through First 5 practices of listening, understanding, promoting and investing in what parents need to increase their social and political capital, and strengthen resilience.</p>	<p>Allocate funding for place-based efforts that empower parents, increase capacity for meaningful participation in organizational decision-making and anchor marginalized communities.</p> <p>Engage community members to partner with First 5 Sonoma County on legislative advocacy that addresses root causes of inequity; leverage other community efforts with similar goals (such as La Luz Parent Leaders program and Parent Voices).</p> <p>Promote, invest, pilot and advocate for policies and programs that uplift the economic self-sufficiency and mobility of marginalized, BIPOC families, parents and caregivers.</p> <p>Reduce barriers, meaningfully engage and compensate a formal community advisory group of BIPOC parents and caregivers that provide ongoing input on planning, evaluation, communications, programming and funding decisions.</p> <p>Fully translate First 5 website and other publicly-facing communications and continue to deploy virtual/online tools, translators and Spanish materials for meetings with Spanish-speaking community members.</p> <p>Ensure First 5 Sonoma County’s website is compliant with the Web Content Accessibility Guidelines.</p>	<p>Funding for parents/caregivers that supports and compensates for their participation in advocacy work and capacity building.</p> <p>Accessible community resource information for parents and caregivers to ensure concrete needs are met.</p> <p>Shared decision-making practices among funders, policy-makers and other stakeholders.</p> <p>Technology, translation & interpretation to maximize access to Commission governance and decision-making processes.</p> <p>Timely response to requests from community members.</p> <p>Resources allocated to assess community needs and assets.</p>

IMPACT AREA V: Cross-Sector Partnerships

<p>LONG TERM IMPACT</p> <p>What will change in the long term?</p>	<p>OUTCOMES</p> <p>What will change in the medium term?</p>	<p>OUTPUTS</p> <p>What will change in the short term?</p>	<p>ACTIVITIES</p> <p>What are we doing to bring about change?</p>	<p>INPUTS</p> <p>What do we invest into the project?</p>
<p>Diverse, mixed-income neighborhoods, safe and affordable housing, civic engagement, neighborhood services.</p>	<p>Public, nonprofit and private partners actively advocate for, align around and influence local, state and national policies that create thriving communities throughout Sonoma County that meet the needs and promote the greatest potential and aspirations of all children and families.</p>	<p>First 5 and our public, nonprofit and private partners work collectively to prioritize goals and strategies that address social determinants of health and systemic racism and other systemic barriers to support equitable educational, health and life outcomes for children and families in Sonoma County, especially centering the needs of and prioritizing resources toward children and families who have been most adversely impacted by historically oppressive systems and policies.</p>	<p>Leverage funding and resources, wherever possible, among multi-sector stakeholders to address root causes/social determinants of the health and well-being of children and families. Sector stakeholders include but not limited to:</p> <ul style="list-style-type: none"> • Affordable housing advocates • Local economic policy advocates and leaders • Elected officials at the local & state levels • Workforce development • TK-12 education system • Healthcare systems • Early learning and care • Philanthropy • Local governmental services/public benefits 	<p>Ongoing relationship-building, partnership, and active collaboration with and among multi-sector leaders.</p> <p>Ongoing cultivation of cross-sector partnerships.</p> <p>Leveraged funding that maximizes investments with philanthropic and public funders.</p> <p>Alignment with County of Sonoma Office of Equity recommendations and practices, wherever feasible</p>

IMPACT AREA VI: Thriving Communities

LONG TERM IMPACT What will change in the long term?	OUTCOMES What will change in the medium term?	OUTPUTS What will change in the short term?	ACTIVITIES What are we doing to bring about change?	INPUTS What do we invest into the project?
<p>Life, education, wealth and health outcomes of Sonoma County residents are not predictable by a person's background, race, ethnicity, etc.</p>	<p>Values of diversity, equity, belonging, and anti-racism are key lenses through which local advocates influence local policies in Sonoma County.</p> <p>Understanding of the root causes of racial disparities inform the public narrative around education, health and income needs and solutions.</p> <p>Children and families are leaders in influencing policies that are most likely to affect them.</p>	<p>Stories about children and families in Sonoma County are shared in their own voice.</p> <p>Data and research findings utilized and presented by First 5 accurately reflect the experiences of children and families.</p> <p>Communications, evaluation publications and public relations efforts will center the lived experience and voices of those most impacted and will intentionally elevate the public narrative.</p>	<p>Create an internal culture of continuous and shared learning by regularly reviewing demographic data and sharing data internally and with Commissioners, grantees and community partners and creating opportunity to discuss and interpret the data with the aim of creating solutions.</p> <p>Incorporate messaging and narrative in annual communications plans that highlight community assets, diversity, and strengths, particularly of BIPOC families.</p> <p>Remove barriers and fund structured supports that enable families to actively engage in advocacy to amplify their aspirations for and assets and needs of their children to influence local policies.</p>	<p>Processes for collecting, analyzing, reviewing and presenting disaggregated demographic data and soliciting of feedback from families, community partners and other stakeholders that informs investments and interventions.</p> <p>Communications consulting and tools to influence public opinion and effect systems and community change.</p> <p>Alignment with County of Sonoma Office of Equity recommendations and practices, wherever feasible</p>

